

NFAC 6721-79

12 December 1979

Memorandum for DD/NFA  
Chairman, NIC

Subject: Senior Review Panel Comments on the NFAC  
Research Production Plan

General Comments

1. The compiled research program seems to be driven as much by the existing inventory of analysts as by a plan to satisfy perceived intelligence needs. This tendency needs to be corrected by the prior establishment of overall research objectives or themes. If we begin with the design of intelligence outputs, we can then determine the kinds of researches that are necessary to produce this output, and we can even subject the research program, including the balance between interagency and NFAC production, to a scheme of priorities.

2. This approach would indicate research areas regarding which resources are relatively thin or redundant. It would also permit the efficient derivation of "building block" researches and avoid the appearance of building blocks in search of a construction plan.

3. We realize that a complete reversal of approach is not feasible. We also understand that intelligence needs cannot be fully foreseen, even over one year, and that some proportion of analysts must be capable of being released from preplanned researches in order to cope with sudden surges of consumer demand. But we do believe that the present system requires a substantial correction of approach.

4. Finally, we wish to point out that NFAC top management must take the lead if the research program is to be designed coherently to meet the intelligence needs of the policymaking community.

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Gaps and Duplication

5. We find it difficult to point to significant gaps and duplications in the absence of sufficient knowledge of what some of the titles imply and especially of which of these researches will actually be undertaken. Nor do we know to what extent developments in countries which are not the subject of research plans for 1980 are being monitored in some adequate way. We nevertheless offer the following comments on each general area.

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